


  
MR. DULLES

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Matt, what you have said explains word I got a little while ago. I got hold of  and I said, "Jack, where are my notes for my talk this afternoon? What am I going to say?" And Jack said, "I have a three-page memorandum here from Matt Baird and those three pages say, "Say what you want to say."

I always look forward to this. You have it a little earlier this year than generally. You've got a new kind of lighting effect here. I think we all look a little bit violet and purple and mysterious.

I have looked forward to these get-togethers because my really great ambition is to help in building up a Career Service. If I can do even a very little in that regard I will feel that it has been a real accomplishment. I want to build up the Agency from within and not from without, from those with training and experience, and not from those who are the amateurs in the business. To do that, the only way we can do it is through having as we do, the Office of Training and the curriculum, studies, exercises that you have. I've gone over your curriculum, course of studies, I do it each year, and I have a feeling that this year we have reached a degree of competence that exceeds that of any other year. That ought to be so. We ought to get better each year, and I think we have succeeded in that. The JOT

15 DEC 1963

Ladies and gentlemen, no scripts, no poems, no limericks, no recitations, no ladies night, you lovely things, for two reasons. One, there are no script writers who have time to devote to this sort of thing this year, and I haven't, and I find that even the court jester needs to make some preparation. The second reason is that I think last year we forgot the real purpose of this meeting. The decorations, those things behind the portieres are part of the Christmas party, but from now until five o'clock we have our annual OTR meeting. It's a meeting at which we hope to review what we have done in the past year toward doing it better in 1959. Those who will speak to you will, I hope, guide us in just that exercise. Colonel White's staff went through an exercise recently, which was to come up with a piece of paper, each one of us, with what we wanted the Director to talk about at his monthly staff meetings and on those occasions when he met with the DD/S Staff. We were told specifically not to put down, "Well, we just like to hear what he has to say." We had to be specific about having him talk on this, or that. Well, that was the DD/S exercise, but as far as the

Office of Training is concerned, you are here to see and hear Mr. Dulles, Document No. 7

NO CHANGE in class. and Mr. Dulles, we don't care what you say. I said it, Red, and I'm

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Class. CHANGED TO: glad. Our Director: TS S C

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corps is one of the most thrilling in the Agency. It's from there that we will build up, I hope, our future Directors and Deputy Directors, the heads of sections and divisions. I have a chance to meet with them at least once a year, and I hope it will be more often, and I can assure you that 1959 is not going to get by, even the first half of it, without my

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We have been developing too, in the Office of Training, along modern lines. We have to be modern. We have to give a bow to science, technology, and all of the gadgets that make us more efficient. Of course, I think sometimes in the past we thought it was enough to have a good gadget and didn't realize that the more complicated the gadget, the more adept must be the person that operates the gadget. I feel it's gotten way beyond me now. I push a button occasionally and something I hope will come out if somebody hasn't turned it off at the other end, which I find sometimes happens, somewhat to my embarrassment recently, and I thought the jewels that fell out of other mouths were all being carefully taken down but somebody had turned the switch somewhere else. But that doesn't happen often. But we do require these techniques. The machine can't do it alone. It takes the men, the women, that know how to run the machine, and the more sophisticated the machine gets, the more sophisticated must we be

to keep up with the age of science. But I don't want, in saying that, to indicate that we should become a mechanized Agency. We must be a very human Agency. For the future, as in the past, we will need the human agent. Occasionally in my speeches I've suggested that, maybe unfortunately, we are getting a little out of the Mata Hari era into the era of science, but that is only partially true. The final payoff is going to come, and will come, in the future as in the past, from the well-trained, highly-trained agent, from the able, ingenious case officer who knows how to select the agent and then how to see that the agent makes the most out of the opportunities that he has. That we shall continue to develop and continue to stress, and in that work training is vital and training in ingenuity and resourcefulness is a vital, important part. And then I think we must also emphasize, I know you are doing it, the vital importance of training that brings us to understand other people. When I left college a good many years ago, and I won't tell you how many, I started out by taking a job teaching in India and worked my way around the world teaching. When I made enough teaching in one place I'd go on and teach in another place until finally I got around, mostly teaching in India and in China. It was invaluable experience. That was in the days before the airplane and it took me quite a while, took me almost two years to make the circuit, but I think I learned at that time, I know I did, learned the vital importance of understanding the people with whom I was living. In fact, when I was

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teaching in India I did learn the language. It's not difficult there, fortunately. It's not one of the high-price languages in our courses. It's one of the medium-price languages. I learned Hindustani fairly well. In the middle of the year I was approached by a group of Indian students and asked whether I wouldn't lead a revolution against the British Empire. I thought that I was hardly qualified to do that and suggested they'd better stick to their studies for a bit and time would probably work out their problems, as it did. But I've never forgotten the experience that I learned then and learned later when I wasn't quite so successful. In 1917, I've told this story I think before, but maybe not to you, I hope not, when I was in the American legation in Switzerland, I was asked one day early in the year, I've forgotten exactly when it was, must have been around March of 1917, I had a tennis date. But someone came to me and said they were going down to Montreux on the Lake of Geneva and there was a funny, long-haired man down there that had a new theory that he was propounding and that he was quite ready to tell to anybody who wanted to listen to him. I said well, I had a pretty good tennis date and I thought I'd play tennis. The man I didn't see was Lenin, and Lenin, a few weeks after that, was put in the sealed train, one of the cleverest psychological operations that was ever pulled off by an intelligence service, the Germans did it, and he was put on a train and sent through Germany up to Finland and from Finland into Moscow and he was there in time to lead the November revolution. Since that time I've

seen a lot of queer people. Sometimes in the office they tell me, "You haven't got time to see that person." Well, if he's a queer one, I'm going to see him. He's got something new or novel. I find it takes a lot of time and I don't necessarily recommend it to you all to see everybody. You've got to be a little choosy here and there. But just don't neglect to make contacts that may be a little out of the ordinary but which may turn out to be extraordinary. Since that experience I've learned my lesson, and I have tried to develop by making as many contacts as possible. I have to be quite careful in telling that story. I was up speaking before the overseas writers in a very informal group. It was a group talking on Russia and my co-speakers were Irving Don Levine and people of that kind who knew Russia pretty well. I told this story, but I put my lack of meeting with Lenin I remember in August of 1917. A few days later my secretary brought in to me with some surprise on her face a letter, type-written letter, but signed Lenin, and thought this was rather extraordinary that Lenin should be writing me. It happened to be a damsel who was present at this gathering and writing as Lenin she said, "You did me wrong and you are going to get me in trouble with my wife, because I told my wife I was in Finland in August 1918, not in Switzerland." I had the experts look it up. She was right and I was wrong. Lenin left Switzerland in April 1917, excuse me, 1917, not '18, so I couldn't have seen him there in August 1917. But I know you are paying attention to those things. It's tremendously important to understand other people.

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We have around a book that I don't like very much called The Ugly American. In fact, I've read about four or five chapters of it. I hope the author is not here today. I think he's not a member of the training class. He wouldn't have written the book if he had been. I didn't like the book very much so I haven't read it all, but there is some little truth in it. There are too many of us, I don't say of us speaking of you, but too many Americans have been too apt to conduct themselves <sup>abroad</sup> in a way at times and not show a proper understanding of the customs and mores, religion and habits of other people. And as you go abroad, as many of you will, I just recommend that to you. Try to learn all you can, and you are getting a good advance knowledge here of other people.

That, of course, brings me to one of my favorite subjects, the question of language training. We have been pioneers, I feel, in that particular task, and just before I was leaving, in fact one reason why I was late, and I was later than I should have been because I found I got beyond the four o'clock hour and found I had to go all around Washington to get here instead of coming the straight and narrow path. Just as I was leaving [REDACTED] came in and brought me a letter and said, "Here's your speech." It was a letter from the Secretary of Health, Education and Welfare, Dr. Flemming, a great personal friend and a great friend of this Agency. I haven't got any light here so I don't know whether I can read this or not. Does it turn on? I don't need it. I can read it without it. The light looks a little purple. No, that's all right. Don't bother.

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"December 17. It was most thoughtful of you to send me a memorandum on the Central Intelligence Agency's Language Development Program. I have read this with great interest and congratulate you warmly on the progress you have made since February 1957." Now I get a lot of credit here, but this goes to other people sitting around here. "The introduction of a meaningful incentive system was a brilliant idea which I hope will be initiated eventually by other agencies. Sure of their interest, I have forwarded your memorandum to those specialists in the Office of Education who are most concerned with the foreign language aspects of Public Law 85-864. As you know, one of the explicit purposes of the National Defense Education Act of 1958 is to serve the needs of Government. Our specialists have interpreted the intentions of the Congress as meaning not only present but also future needs. Obviously in the predicting of future needs the close cooperation between the Office of Education and the Central Intelligence Agency is indispensable. It is reassuring, therefore, that you have already seen fit to take the first step. There's another paragraph here not so interesting, and Matt, I give that letter to you to answer.

This is about the time when Red White and I and many others, particularly Cabell, have been wrestling with the budget. It's always good to get that out of the way by Christmas and I hope that the first wrestle is behind us, more coming up as we deal with the Congress.



We've had to take a bit of a cut, not over last year but over what we really need, what we thought we needed. It will mean that we will probably have to do more and do better with fewer people. I think we can do it. I don't mean that any drastic cut is to be initiated or that any of you need have any worries on that score, I hope. I don't believe so. I think I am going to cut off the old codgers like myself rather than the young people. I think we're going to have to start at the top. I don't know that there are many older ones around here. A few have white hair on the front ranks, but youth will have its day. But in any event we've got to try to cut our ranks to some extent, try to increase our efficiency, and also by cutting to make way for the more rapid promotion, although it is quite rapid now, but the more rapid promotion of those who come in and make this a career. I was very heartened yesterday. We had a visit from Senator Humphrey, who told us of his marathon talk with Mr. Krushchev. Before he started it, he remarked on the fact that he had seen our representatives in various parts of Europe and he wanted to tell us that he was greatly impressed with the training that these people had had, the way they conducted themselves, their competence and efficiency in going about their tasks. Now this year quite a number of the leading members of the Congress have been taking, in connection with their trips, have been taking the time to spend a lot of time talking to our people, and I have been encouraging that. I have had from several other Congressional leaders who have recently come back, I have had the same encouraging

remarks, which has been most gratifying and I can't tell you how much that is going to help when we start the next hurdle of getting our budget approved by the Congress.

Now as to the general problems as we look ahead - we live in a troubled world and we're probably going to continue to live in one. It's a world of challenge, it's a world where it is a particular challenge for our type of work. As I've mentioned to you before in these, as I appear before you annually, there's hardly a day that we do not have passed on to us some new and difficult assignment to cope with the problems that are presented because we are faced in the world with the techniques of communism and the great power, military and subversive, technical and other of the International Communist movement. A great share of our work goes into developing the techniques and the training to deal with that particular threat. Matt, I hope maybe sometime in the future we'll be able to have as extensive training courses as they have. At the present time they take a lot longer to do what we try to do in, what is it, forty-eight weeks. I imagine that they would give twice or three times as much time to training as we do. I frankly think that we are smarter than they are and I think we can do it in less and will do it in less. I don't see any real reason to be discouraged as we look around the world. I have a feeling that what Krushchev has done about Berlin is in a sense, has been done from a little bit of frustration in view of his lack of progress in western Europe where there has been a consolidation

and strengthening of the free world. With the situation in France where the Communist Party has been, as far as its representation in the Parliament is concerned, reduced to a fraction, to ten from 150. In Italy there has been real progress made. In the rest of western Europe the Communist Parties have been reduced to positions of political impotence, although underground they still have subversive strength. When we look to other parts of the world we do see disturbing signs. We can't expect, and should not have expected, that all the new countries of the world could put into effect our type of democratic republican government, a government whereby the people had a full voice in the selection of their leaders and whereby the, and wherein the party that was defeated accepted the role of the loyal opposition. That will come. That will require education. We have had many military dictators who have taken over. Those military governments have not, for the most part, been pro-Communist. They've been anti-Communist and been put in to help meet the Communist menace. We will go through changes and developments of that kind, but they are not all discouraging. They are part of a new and evolving world. Never in the past history have so many countries been born as there have been in the last few years and naturally their early childhood is going to be a turbulent and a troublesome one. But I think more and more throughout the world there is growing a knowledge of what communism means, and I was quite encouraged by the

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reports I had this morning, a round-up on what happened in the Ankara conference where they had representatives of several score of free states, of colonial areas, representatives of colonial areas, not official representatives but unofficial, who met there and who, by and large, despite all the temptations of demagoguery, who by and large produced a reasonably moderate resolutions and who seemed to have an understanding of the world problems far better than I would have expected.

Well, if I kept on talking about what's going on in the world, I'm afraid I would keep you from other festivities much more important than listening to me, but I wanted to thank you for your great contribution, express again my sincere faith in the training systems that we are developing and that we are going to improve year by year, and look forward to cooperating with you in the year, and years I hope, to come, in the common enterprise. Thank you very much.